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20 AUG 1981

MEMORANDUM FOR: Position Management and Compensation
Division, Office of Personnel

VIA : Chief, Administrative Staff, NFAC

FROM :
Acting Director of Current Operations

SUBJECT : Assessment of Alternate Work Schedules

REFERENCE : OP Notice No. 20-81-15, dtd 11 June 1981

1. Text Preparation Branch, Publications Division, OCO began using compressed work schedules in January 1980. We have employees whose grades range from GS-05 to GS-10; 17 of them work the 10-hour shift. The branch operates six days a week. We are using two reporting times, 1630 and 1830. The work schedules are as follows: one full time (FT)--1630 to 0300; one FT and one part time (PT) 1630 to 0100; one FT, 1730 to 0400; two FT, 1830 to 0300; seven FT and three PT, 1830 to 0500; and one supervisor, 1600 to 0230. Before instituting specific work schedules, the night shift had almost as many different reporting periods as it had workers.

2. The mission of the Text Preparation Branch includes the timely preparation of all NFAC reports for final printing. The duties involve keying (typing) reports on highly technical computer-based terminals, proofreading these reports against copy, and a final reading (silent). The branch prepares the President's Daily Brief and the National Intelligence Daily, NFAC finished intelligence memorandums, OPA Staff Notes, and the OER Weekly. It also prepares the PDB and NID cables on a daily basis. Failure to meet scheduled deadlines could adversely affect the ability of the DCI to respond to high-level requests for CIA assessments in a crisis or an impending crisis. The PDB obviously must be ready on time each and every day.

3. The branch has been able to attract additional employees by having compressed hours. These expanded work schedules have been vital in meeting individual needs. Some employees wanted to work night and evening shifts so that they could attend school during the day; others had small children and day care service was unavailable. Many of the employees were

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members of one-car families and the need for a second car was eliminated. The turnover rate of employees in the branch has decreased sharply since the adoption of compressed schedules. We replaced one supervisor, one keyboarder resigned, and one keyboarder transferred to another component.

4. Productivity has increased because more employees are now available to type and proof ad hoc jobs that are frequently requested late in the day. Previously, many such requests were left until the next day or overtime was needed. We are able to get more reports to the printer on a timely basis because we have a greater concentration of persons available. Our night operation does not have to devote its efforts solely to work on the President's Daily Brief or National Intelligence Daily.

5. The use of sick and annual leave did increase during the early phase of this experiment. This was especially the case during the winter months and during flu season.

6. We have decreased the need for overtime for the day-time staff to some extent because more employees are available in the evening when rush jobs must be handled.

7. Approximately 50 percent of the branch personnel like the compressed time because it gives them an extra day of leave. Morale is definitely better.

8. All employees had to have private cars; a few tried to carpool but that could not be done 50 percent of the time. Public transportation is not available at night.

9. This branch at this point is 100-percent female. They prefer the late shift because it enables them to return home in the daylight. Also, because some live in apartments, parking is often less a problem in the early morning.

10. The following problems were encountered:

a. Changing work schedules throughout the year by some full-time and part-time personnel. Some employees are not happy because we cannot always satisfy their needs; the needs of the office take priority.

b. Trading or switching days and hours. A memorandum had to be circulated stating that trading and switching among the employees could not be done. Management approves such changes on a case-by-case basis.

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c. Because of the variety of working hours and days, the Time and Attendance clerk faces a difficult and tedious task. The branch Time and Attendance clerk for the night shift often has to confer with the OCO Office Time and Attendance clerk or payroll. Amended forms are a fact of life.

d. In the past six months, we have had difficulty securing personnel to cover the early part of the evening; workers prefer the later shift, especially on Fridays.

11. We do have reservations concerning the 10-hour shift because of its long-term effect on the health and productivity of the employees. During the winter, especially, more of our employees are out on sick leave. On the other hand, we have several individuals who thrive on the compressed schedule and who would work no other time than at night.



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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

OCO ADMINISTRATIVE STAFF
ROOM 7 G 25 HEADQUARTERS

EXTENSION

NO.

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STAT

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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Room 1016 AMES BLDG26 AUG
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